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XL CONVEGNO NAZIONALE L'AZIENDALISMO CREA VALORE!

IL RUOLO DELL' ACCADEMIA NELLE SFIDE DELLA SOCIETÀ, DELL'ECONOMIA E DELLE ISTITUZIONI.

Dipartimento di Scienze Aziendali
Management & Innovation Systems
Università degli Studi di Salerno

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Scafati e Cetara
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Lettera del presidente

Ogni comunità scientifica, con le proprie specificità, crea valore per la società. Nondimeno, noi aziendalisti esaltiamo tale contributo per il ruolo svolto nel processo formativo delle nuove generazioni e nella crescita e nello sviluppo dell'impresa.

Infatti, i nostri insegnamenti coinvolgono oltre il 10% degli studenti universitari italiani, a riprova dell'interesse delle nostre discipline e della nostra capacità di coinvolgimento.

Il rapporto osmotico con le imprese, contemporaneamente, ci induce a innovare continuamente i nostri contenuti didattici e a rafforzare la cultura d'impresa.

La varietà di contributi presentati in questo convegno evidenzia l'ampiezza dei nostri confini scientifici e la prevalente interdisciplinarietà conferma il superamento di antichi steccati, senza tuttavia stravolgere l'autonomia dei singoli settori scientifici.

Presentazione del convegno

La comunità scientifica avverte sempre più la necessità di un dialogo e di una visione interdipendente, trasversale e circolare tra i saperi economico-aziendali che, pur nelle loro specificità, ricevono afflato dall'unitaria e ancora attuale matrice da cui gli studiosi italiani traggono comune origine.

Per tali ragioni AIDEA, ancor più rispetto ai precedenti convegni che risalgono al periodo antecedente la pandemia da Covid-19 (l'edizione precedente, l'ultima in presenza, si è svolta a Torino nel 2019), ritiene possa essere estremamente importante accrescere la dialettica e la condivisione di percorsi di sviluppo dei saperi presenti nelle diverse anime dell'aziendalismo in relazione ai suoi principali stakeholder di riferimento.

AIDEA, con il suo convegno, vuole proiettarsi nel futuro con raccomandazioni che si augura siano utili per tutti coloro che, a vario titolo, studiano e si interfacciano con le discipline aziendali.

In questo modo, si vuole contribuire a sostenere la percezione delle nostre discipline e della conoscenza che gli studiosi sono in grado di generare, incoraggiando l'evoluzione e l'innovazione nelle ricerche e al tempo stesso interrogandosi criticamente sul nostro ruolo di accademici nella società civile.

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Deciphering Hybrid Work: An Ensemble Community Detection Network Bibliometric Analysis

Carlo Drago¹, Luisa Errichiello²

1. Research aims

The increasing diffusion of remote work, both full-time or in hybrid (both at-home and in-office) models, has generated very relevant interest among scholars and practitioners in understanding its impacts on employee productivity, work-life balance, and organizational performance (Mutiganda et al., 2022; Vartiainen, 2021, Haridas et al., 2021). In this study, we comprehensively put on the foreground hybrid work's relevance and value. In detail, by conducting a bibliometric analysis of the rich literature on remote work published starting from the Covid-19 pandemic, the work examines the outcomes of telework practices and the implications of their adoption for employees and organizations.

2. Introduction

There has been a significant change in the work landscape in recent years, with telecommuting and hybrid working arrangements becoming more common (Bailey & Kurland, 2002; Boll et al., 2014). Adopting remote work has been driven by various factors, including advancements in information and communication technologies (ICT), changing employee preferences, and the organization's need to be competitive in a rapidly evolving global market (Bailey & Kurland, 2002; Boll et al., 2014).

Teleworking and hybrid work result from the evolution of concepts and practices that first emerged in the 1970s and 1980s, and technological advancement has played a pivotal role in assisting their rapid growth in the coming decades. The existing literature contains information on the importance of knowledge accessibility and management in telework and central work environments (Golden et al., 2008). Information and Communication Technologies (ICTs) can play an essential role in facilitating adequate access to and sharing knowledge, together with the challenges posed by different types of knowledge, including tacit and explicit knowledge (Belanger et al., 2013). The literature also highlights the use of various communication media for knowledge exchange, the impact of media richness on telework effectiveness, and which information and communication technologies are most effective (Golden et al. 2008).

Previous research on remote work has produced results which can be seen as mixed, with some studies suggesting that it can lead to increased job satisfaction, productivity, and work-life balance (Fonner & Roloff, 2010; Felstead & Henseke, 2017), while others have highlighted potential negative consequences, such as social and professional isolation (Baruch & Nicholson, 1997; Beauregard et al., 2019). These results in the literature underscore the need for a more nuanced examination of the factors influencing remote work outcomes and the conditions under which hybrid work arrangements can be most effective (Gajendran & Harrison, 2007; Boell et al., 2013). Thanks to technological innovation, full-time and hybrid telework have grown dramatically over the past few years (Bailey & Kurland, 2002). There has been a revolution in the field of work and

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life in the 21st century, with advancements such as smartphones and tablets enabling people to do work from anywhere at any time, allowing them to conduct business more efficiently and effectively (Messenger & Gschwind, 2016).

Remote work can be used to achieve a wide variety of outcomes. Bailey & Kurland (2002) found improved work-life balance and productivity among the most cited positive effects. However, the blurring of work-life boundaries and isolation can also lead to adverse outcomes. Teleworking and hybrid work have many implications for research, including considering the impact on groups and organizations, reevaluating the motivations for teleworking, and emphasizing the importance of theory-building and connecting with existing organizational theories to maximize its effectiveness (Bailey & Kurland, 2002).

A critical milestone in the development of remote work arrangements as the future of work has been the COVID-19 pandemic, as many organizations were forced to abruptly adopt remote work programs (Toniolo-Barrios & Pitts, 2020) which increased the number of employees who worked from home and implemented digital collaboration technologies and videoconferences (Richter, 2020; Waizenegger et al., 2022). The COVID-19 outbreak has significantly contributed to spreading the large-scale adoption of remote work arrangements. Furthermore, the pandemic has motivated reforms in telework policy, helping to redefine the entire telework and hybrid policy landscape to simplify its application (Champagne et al., 2022). Research provided valuable insights into the research landscape of telework and hybrid work during the pandemic (Wang et al. 2021). In the aftermath of this exceptional socioeconomic and health crisis, remote working, especially in its hybrid forms, such as smart working, is expected to become the new normal, being the preferred model of organizing individual and teamwork for many organizations worldwide (Errichiello & Pianese, 2022). As a result, understanding the impacts of these work arrangements has become a critical area of inquiry for researchers across multiple disciplines, including information systems, social sciences, and management (Mutiganda et al., 2022). In this respect, we must increase our understanding of the challenges individuals and organizations face in transitioning to the "new normal" of work and identify the pillars to establish a conducive working-from-home environment (Waizenegger et al., 2023). For instance, we need to know how organizations can support employees in embracing the "new normal" of work (Carroll & Comboy, 2020) and which organizational structures and practices can be effectively combined to balance autonomy and control (Pianese et al., 2023) and how the physical spaces can be redesigned to match the changed needs of a hybrid workforce (Errichiello & Demarco, 2020). Further research is needed to define and implement telework policies within the public sector and develop hybrid policies (Champagne et al., 2023).

To conclude, the COVID-19 pandemic was a crucial milestone in developing telework and hybrid work, as it accelerated the adoption of these two types of work and their implementation. Telework and hybrid work will continue to grow as hybrid models become more prevalent, and the need to develop and apply telework policies will also increase. Hybrid work and telework can have a wide range of effects on the workplace. Organizations can maximize the benefits of telework and hybrid work by considering the impact at individual, group, and organizational levels and implementing strategies for managing the challenges that arise during the implementation process.

3. Methods

By relying on the database Scopus, we analyzed the bibliometrics of remote work-related academic publications focusing on those produced from the rise of the Covid-19 pandemic (Aria & Cuccurullo, 2017; Drago et al., 2021). A bibliometric database was included in our search (Archambault et al., 2009; Pranckutė, 2021), following Drago et al. (2023) and Arksey & O'Malley (2005). The study followed a two-phase methodology, starting with a Scope Evaluation.

The first phase involved a Scoping Review, a systematic exploration of existing literature to identify key concepts, theories, sources, and research gaps. The approach involved defining the research question, selecting relevant studies, extracting and organizing data, and synthesizing findings. The second phase focused on bibliometric analysis using the SCOPUS database, defining a search string, extracting data, and analyzing patterns, trends, and influential works. Visual representations were created to aid in interpretation and presentation. The findings were then synthesized and presented in a comprehensive report outlining the research domain's current state, evolution, and future directions. The methodological approach provided a comprehensive understanding of the research landscape and valuable insights for future research. Searching for relevant articles about teleworking and cooperation was based on keywords and Boolean operators. It is essential to highlight that our search queries were carefully refined to ensure the comprehensive coverage of the literature in breadth and depth. The main objective of our study was to achieve a thorough and inclusive portrayal of the research environment, encompassing both influential and new works within the discipline. By refining and iterating our search criteria, we endeavored to achieve an equilibrium between specificity and inclusivity, safeguarding against any inadvertent exclusion of pertinent studies.

The chosen keywords are:

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TITLE-ABS-KEY ( ( "telework*" OR "home-based-work*" OR "remote work*" OR "smart work*" OR "virtual work*" OR "mobile work*" OR "virtual team*" OR "distributed work*" OR "distance work*" ) ) AND ( "covid-19" OR "pandemic" OR "coronavirus" ) AND ( LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO ( SUBJAREA , "PSYC" ) OR LIMIT-TO ( SUBJAREA , "ECON" ) )
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A bibliometric database has been considered here to conduct a systematic quantitative study of remote work arrangements. In addition, we search for quantitative and qualitative studies that analyze problems from a management, information systems, and social science perspective. Specifically, we analyzed remote work to determine how the most relevant topics in this literature relate to one another to understand existing economic relationships. Analyzing bibliometric data using this methodology is an innovative approach. This implies that bibliometric analysis relies on network analysis and, more specifically, community detection, a quantitative approach to identifying the maximally connected nodes on networks (Drago & Ricciuti 2017). Identifying the strong associations among concepts and topics in scientific literature is the process of analyzing scientific literature.

Furthermore, these concepts interact with each other and identify essential topics in the literature that require careful consideration. After data collection, the first exploratory data analysis can be considered to analyze the existing literature structure. A network analysis and, more specifically, a co-occurrence analysis were then conducted. The network has been analyzed. The present analysis determined the relative occurrences of pairs of items. As a result, we gained valuable insights into how various concepts are interconnected in the scientific literature.

This is a co-occurrence analysis for the keywords under consideration. The analysis is based on the methodology used by Drago and Fortuna (2023). The analysis considers an innovative approach that goes beyond the classical work of bibliometric analysis by using an approach based on consensus community detection that maximizes the information extracted from the networks. Community detection is a helpful method for extracting groups of maximally related keywords and thus may be biased. In this approach, we identify robust clusters that indicate "robust" structures of data (and thus content) that can be identified in the literature.

We were able to visualize the networks' organizational framework and interconnectedness to understand their structure better (Wasserman & Faust 1994). In the bibliometric dataset, keywords

and concepts are displayed as nodes and co-occurrences in network visualization, allowing you to visualize how they relate to other terms. Furthermore, the network can be analyzed for its centrality structure and display co-occurring keywords.

As a next step, we analyzed the centrality of the network (see in this sense Wasserman & Faust, 1994; Vasta et al., 2017). Nodes with high centrality within a network can be identified using centrality measures. This study relied on various metrics, namely degree centrality, which measures how many connections a node possesses, and betweenness centrality, which measures how many paths traverse a particular node. In order to determine the most influential keywords in our co-occurrence networks, these metrics were used. Further, the objective of the community detection analysis was to identify clusters of nodes that exhibit a higher degree of interconnectedness among themselves compared to the other network parts (Fortunato 2010). In the scientific literature, communities often represent discrete topics or themes. To assess the coherence and robustness of our findings, an ensemble analysis was conducted. The data matrix was analyzed using multiple correspondence analysis, which replicated the analyses using different algorithms (Drago 2018) for different approaches Dahlin & Svenson (2013) and Drago & Balzanella (2015). A clustering approach based on the extracted dimensions can identify the final community structure. By establishing consistency across various community detection algorithms used within the dataset, we can enhance the robustness and reliability of our research outcomes. We aim to provide an in-depth and perceptive analysis of the scientific literature on telework and hybrid work arrangements by utilizing a comprehensive and rigorous methodology. By utilizing this methodology, we can identify crucial patterns, influential keywords, and concepts that contribute to our understanding of this dynamically developing field and its thematic developments.

This study explores bibliometric network analysis, a methodology visualizing connections within scholarly literature. The methodology begins with a descriptive analysis, examining the research field's frequency of publications, significant authors, and prevailing study topics. The next step is network analysis, examining the co-occurrence of terms within articles. The network is a graphical representation of the discipline and the scientific result, revealing the complex interconnections. The outcome is the identification of communities within the dataset, partitioned into discrete clusters using sophisticated algorithms. A consensus approach is implemented to ensure the identified communities exhibit robustness and accurately represent authentic theme patterns. The primary objective is to identify fundamental themes, developing patterns, and research areas within these communities, providing a comprehensive guide for researchers and presenting potential avenues for future development.

4. Preliminary working hypothesis

We identified several aspects of remote work relevant to research, including how technology impacts teamwork, the exchange of ideas, team creativity, and decision-making. Moreover, we found that remote work arrangements can strengthen work-life balance, boosting productivity, enhancing employee morale, and improving employee satisfaction.

However, the outcomes of remote work are influenced by various factors, such as the nature of work, organizational support, and individual preferences. Our findings also highlighted the importance of appropriate management support, clear communication, and agreements on targets and outcomes for successfully implementing remote work arrangements in both full-time and hybrid forms. Our bibliometric analysis revealed a growth in remote work-related publications, indicating the increasing interest in this research area. We identified several prominent themes and topics in the literature, concentrating on distinct keyword communities addressing essential aspects of teleworking, such as human resource management, well-being, technology adoption, leadership, and socioeconomic implications. Our findings also highlighted the need for further

investigation of the long-term effects of remote working on organizations and society and the development of comprehensive models for teleworking adoption. The results of our bibliometric analysis contribute to the telework literature by providing a comprehensive overview of the research landscape and identifying key trends, themes, and gaps. This approach enables researchers to understand the factors influencing remote work outcomes and the conditions under which hybrid work arrangements can be most effective. Our study also emphasizes the importance of interdisciplinary research and collaboration in addressing the complex challenges of telework and hybrid work arrangements.

As a result of our study, we will contribute to the knowledge on remote work arrangements, which will include descriptions and explanations of different aspects of the nature of work and the role of IT in exchanging ideas and making decisions. These aspects are not addressed in the existing literature, and our analysis indicates they are crucial to the success of telework. Furthermore, our research emphasizes that organizations and society must be fully explored over the long term and comprehensive adoption models developed for teleworking. We will contribute to the knowledge of telework through our findings that identify and explain different aspects of work and IT's role in problem-solving and decision-making (Boell et al., 2013). There is a need for further research into these factors, which are largely overlooked in the existing literature (Bailey & Kurland, 2002; Nakrosiene et al., 2019). It highlights the relevance of considering these factors in future research and practice to better understand the telework and hybrid work experience. Remote working is gaining popularity, and understanding its implications for organizational performance, innovation, and sustainability is essential (Beauregard et al., 2019). In designing effective policies and strategies, policymakers and practitioners will benefit from addressing these research gaps. Furthermore, remote working adoption models should be developed according to our study (Baruch & Nicholson, 2001).

Including employee preferences, job characteristics, technology support, and organizational culture in such models is vital since telework outcomes are influenced by a complex interplay of individuals, organizations, and contexts (Bailey & Kurland, 2002; Boell et al., 2013). Incorporating these factors can help researchers understand what conditions telework arrangements are most effective and beneficial to employees and organizations (Stoian et al., 2022). Developing effective remote work policies and practices in the post-pandemic era will require addressing these research gaps and drawing on the insights provided by our analysis.

Employees and organizations can benefit from hybrid work arrangements, but their success depends on a deeper understanding of work dynamics and factors affecting teleworking. Organizations and policymakers can use our study to develop policies and practices regarding remote work. Our study lays a solid foundation for future research. As a result of the bibliometric analysis, we gain insight into key trends, themes, and research gaps relevant to future research and policy development in the remote work literature.

5. Policy Issues and Public Relevance

The study provides a comprehensive overview of the hybrid research landscape and identifies key trends, themes, and gaps that can be used to improve public understanding of telework and hybrid work. Our findings provide valuable insights for organizations and policymakers as they strive to develop policies and practices promoting employee well-being, job satisfaction, and productivity through remote work. Our research can contribute to more sustainable and resilient societies in the post-pandemic era by addressing the challenges and opportunities associated with telework and hybrid work arrangements.

Keywords: remote work; hybrid work; bibliometric analysis; literature review.

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